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Issued by THE STATE BOARD OF CONTROL FOR VOCATIONAL EDUCATION, LANSING, MICHIGAN
and the MICHIGAN INDUSTRIAL MENTAL HEALTH COUNCIL

INDUSTRIAL MENTAL HEALTH MANUAL
for
Plant Executives, Personnel and
Employment Directors, Foremen, and
Others Interested

O. M. 2102

Issued by
Michigan Industrial Mental Health Council
and the
Michigan State Board of Control for Vocational Education

Approved by
Mental Health Committee of the
Michigan Council of Defense

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FOREWORD

Good workers, in any field of endeavor, should be sound of mind as well as of body; mentally stable as well as vocationally well trained. Psychiatrists long have realized the importance of a sound mind in a sound body and today business men and industrialists are coming to a realization of the importance of mental health both to their employees and to their business.

Teachers of industrial subjects should be equally aware of the implications of industrial mental health and familiar with the service they can render in helping to prepare both young people and adults for maximum efficiency on the job and personal satisfaction in living. This necessitates an understanding of the basic principles.

The State Board of Control for Vocational Education considers the material in this bulletin, "Industrial Mental Health", to be of great value to teachers as well as to industrialists, and appreciates the opportunity of cooperating with the Michigan Industrial Mental Health Council in producing this publication.

George H. Fern, Director
State Board of Control for
Vocational Education

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PART I

STATEMENT OF POLICY MICHIGAN INDUSTRIAL MENTAL HEALTH COUNCIL

A serious problem occasioned by the national emergency is the effect upon the mental health of the industrial population, management as well as workers, of steadily increasing pressures for quantity production of munitions and war materials. Already this is appearing as disturbing changes of behavior such as preoccupation, confusion, quarrelsomeness, indifference, and, in extreme degrees, "nervous breakdowns." The important damaging results are absenteeism, increase in accidents, ineffectual activity, and an overall drop in production.

The Committee found that advanced and easily recognizable mental illnesses do not constitute a serious industrial problem at this time. These cases tend to eliminate themselves by their unusual behavior and are, or should be, referred by the medical department to a psychiatrist for treatment. It was determined, on the contrary, that the prime concern of a program of industrial mental health is with the normal worker. While the majority of individuals are able to adjust themselves to these new and added tensions, their efficiency and resistance to fatigue would be increased by the alleviation of "worry hazard." Thus we must recognize the need of service for the industrial worker whether his worry is occasioned by plant operation or whether the difficulty has its focus outside the plant. In any event, satisfactory industrial mental health cannot be expected until the worker is considered as an individual.

This Committee is of the opinion that good industrial mental health is largely a matter of satisfactory personal relations. A positive attempt to create this attitude within a plant is inevitably bound up with the individual and all that word implies. It is obvious that service of the type we contemplate will greatly enhance the growth of this attitude - provided it really is service and not just a promise!

Unfortunately, assembly line methods have diminished the rather close personal relations that existed in the days when industry was organized in smaller units where the work itself encouraged person-to-person contacts which automatically resulted in an important degree of mutual understanding. In other words, these satisfactory man-to-man relationships must be re-established.

In view of the above, the Committee feels that roughly four groups of individuals are involved in industry's mental health problem:

1. Those with a Serious Disorder of the Mind (psychosis, insanity) -

Examples of symptoms: Pronounced excitement, or great sadness, confused conversation, imaginary voices (hallucinations), unfounded fixed suspicions or ideas not susceptible to reason.) These individuals usually do not realize that they are ill.

2. Those with a Minor Disorder of the Mind - not a Psychosis (psychoneurosis, hysteria) -

Examples of symptoms: Chronic indecision, unreasonable and poorly defined fear, excessive worry frequently unrelated to real situations, presence of unwelcome ideas which constantly occupy the mind despite strenuous efforts to forget (obsession), overpowering need to commit an act which is contrary to the individual's judgment and will (compulsion), the development of the symptoms of physical illness not based on actual disease.

3. The Chronic Maladjusted -

Examples of symptoms: Chronic state of worry, irritability, suspicion, poorly controlled and unreasonably directed aggression.

4. The Normal Group -

The individuals in this group are in harmony within themselves and with their environment, and their conduct is in accordance with accepted cultural patterns. Under stress may show symptoms as a reaction to a real situation. These symptoms may be sudden depression or excitement, preoccupation, irritability, etc.

We are of the opinion that the first two groups, the Psychotic and Psychoneurotic, do not constitute our major problem. The Psychotic's behavior is readily apparent. Consequently he is soon, or should be, referred to recognized and capable specialists for treatment. The Psychoneurotic, as a rule, recognizes his own illness and is able to carry on with varying degrees of efficiency. However, once people of this type are identified they also tend to be referred to specialists for treatment which is frequently successful.

With these first groups in the minority, the Committee is convinced that the second two constitute by far our greatest mental health problem. The Chronic Maladjusted are overanxious, overconscientious, irritable, suspicious, and extraordinarily aggressive and explosive. Such people react particularly badly to pressure and frustration and are disorganizing factors in industry. We must bear in mind that the Chronic Maladjusted merges into the Normal group.

Those of the Normal group who are unable to adjust themselves to the multiple pressures of work and worry, indicate this inability to adjust by preoccupation, increased irritability, carelessness, sudden depression or excitement, and, in short, by a sudden change in behavior. These symp-

toms are in the nature of reaction to a real situation and are accentuations of normal emotional attitudes. They are, in effect, reactive states. Therefore, these latter two groups provide us with our greatest opportunity for preventive and corrective work.

Individuals who have reached a point in worry where they become subject to radical changes in behavior, cannot be identified unless a close person-to-person relationship exists between the individual supervisor and the individual members of the group he directs. Therefore, the Committee is convinced that our basic approach to the entire mental health problem in industry is that of seeing to it that a close man-to-man relationship exists in all of the industrial plants for which we are concerned. Our first step in this direction is obviously that of regular person-to-person contact with all members within all industrial organizations.

With such close man-to-man acquaintanceship we are in a position to quickly recognize unusual behavior wherever it makes its appearance and take steps to remove the causes, remedy the difficulty, and prevent future recurrence.

Recognizing that worry may be the result of working conditions, improper supervision, improper placement, or family, financial, or social problems originating outside the plant, it becomes obvious that corrective measures will be of two general categories, those which can be applied within the plant and those outside.

Within the Plant

1. Personnel Department
2. Medical Department
3. Union Personnel
4. Supervisor - and all those whose duties bring them within personal contact with the individual employee

Outside the Plant

1. The Professional Psychiatrist
2. The Professional Psychologist
3. Services Supplied by Community
4. Health and Welfare Agencies

Facing these facts, the Committee recommends that mental health problems resulting from causes within the plant be solved as far as possible by talent and facilities within the plant, and those problems arising from causes outside the plant be handled by appropriate community agencies and personnel.

However, in view of the fact that unusual behavior, regardless of its cause, affects our vitally important war production, the Committee is convinced that management, after recognizing the close connection between mental health and production, must assume leadership in the prevention and treatment of mental and emotional disturbances.

To this end, we recommend, first, that industrial management throughout the state be apprised of the vital importance of mental health in industry and be enlisted in a movement to see to it that supervision is also apprised of the problem, and that steps are taken immediately to provide the man-to-man contact which we feel must be the starting point for a

positive mental health program, and, second, that management in each industrial institution, regardless of its size, assign at least one individual who will be responsible for plans to provide the facilities for initiating and developing a mental health program within the plant in cooperation with community agencies.

PART II

PROGRAM OF MENTAL HEALTH FOR INDUSTRY

This material has been prepared by the Michigan Industrial Mental Health Council. The Council is made up of representatives from government, management, labor, and the medical profession. The suggestions contained herein aim at helping people employed in industries to solve the problems which cause them to worry on the job.

It is a well known fact that when people worry on the job the quality and quantity of their work suffer as a result. The Council hopes that the following proposals for aid to the worried will be of measurable value in the drive to increase production of war materials. If management and labor will cooperate to apply the simple procedures suggested below, as a contribution to the war effort, industrial efficiency as well as morale will certainly be improved.

The Council does not advance these proposals as a cure-all for the many problems arising out of personal relationships in industry. Rather, the procedures suggested herein are definitely confined to the solution of personal problems which prevent people from putting forth their best efforts on the job. It is with this objective in view that the Council recommends this material to management and labor.

Every person in a war industry, from the plant manager down to the sweeper has personal problems. These problems are of two general types: first, difficulties on the job, and, second, difficulties outside the plant. The order in which we thus list the two types of problems does not indicate their respective significance; the one type is just as important as the other, and both have a way of affecting the performance of industrial personnel on the job.

A worried worker or a worried manager is naturally unable to perform with top efficiency on the job. The mind of such a person is distracted from the job at hand, with damaging results to the quality and the quantity of the work performed. As a result of worry, the person so affected may be losing sleep, or not eating well, and these effects of a troubled mind will also tend to decrease productivity and efficiency. A worried person is often more irritable, more difficult to get along with, subjected to fits of bad temper, all of which will not only affect the work of the individual involved, but may also result in flare-ups and clashes of personalities which disturb the morale of groups and departments. Absenteeism, too, is a common result of personal worries. Worry may cause slip-ups, accidents, injuries to the worried one and perhaps to others, wreckage of machinery and a consequent loss of production.

All of the above results of worry, which are frequently experienced in industry but not generally recognized as such, can be diminished, and often eliminated by proper handling at the proper time.

The question arises: How is a worried person to be recognized? There is no cut-and-dried answer to this question. Worry manifests itself in a number of ways, but, in relation to industrial productivity, we are concerned solely with conditions of worry which are severe enough to have a damaging effect upon the individual performance in industry. Let us, then, begin at the point where the normal individual, whose performance in the past has always measured up to the requirements of the job, suddenly displays a marked decrease in productivity, efficiency, skill, or quality of work.

It is usually up to a person's immediate superior to determine the reason for a sudden marked difference in performance which is displayed in less production or an inferior quality of work. Such a difference in performance may or may not be a sign of worry, but, nevertheless, the person in charge must inquire into the situation in an attempt to find out what must be done to restore the changed one to normal performance on the job. If, in the course of inquiry, it develops that the individual involved is overanxious, overconscientious, irritable, suspicious, unusually aggressive and explosive, depressed, melancholy, sluggish, fidgety, nervous, unduly excited, or just plain bad-tempered - and if any of these conditions are contrary to usual behavior - the chances are a hundred-to-one that the person involved is worried and upset about some personal problem. Once the actual presence of uncommon worry is detected and established, assistance to the worried one is a routine matter, but the great difficulty centers in developing personal relationships in industry which will make it easy for all parties concerned to detect and verify conditions of worry.

Personal Relations

Personal relations, as related to industrial performance, mean the close association of individuals in industry as human beings, rather than as mere cogs in an industrial machine. People cannot help each other to solve personal problems unless the helper and the one needing help do understand one another as human beings. It must be understood at the outset that, regardless of economic and political circumstances, all will benefit immensely if people in industry are encouraged to understand each other as human beings, and that aid to the worried, to be applied successfully in industry, must aim, first of all, at awakening people in industry to the fact that the other fellow is also a human being.

This job of awakening, which might better be called "getting acquainted," should be undertaken by management and, in plants that are unionized, jointly by the union and the management. Management, within its scope of authority, should initiate a simple pattern of friendly concern for the personal problems of the employees, and the union, within its organizational structure, should concentrate on improving the relations of union officers, stewards, and committeemen with the membership.

The opportunities for developing friendly personal relations are many. Managers can get to know their supervisors better. Supervisors can get to know their men better. Union officials can assist workers to solve personal problems, as well as settling grievances pertaining to wages, hours, seniority, and working conditions. Personnel staffs can improve their relations with the many workers who come to this department for aid or counsel. The medical department, if properly and adequately staffed, can win the confidence of all who come to it for advice or treatment.

Causes of Worry

The causes of worry which give rise to pressing personal problems are, as we said before, of two general types: those arising inside the plant, and those arising outside the plant.

In a unionized plant, those problems which arise out of conditions of employment, such as wages, hours, seniority, and other factors governed by the union agreement, should be handled in the routine fashion, via the grievance procedure, by the union and the employer. The union should also broaden its responsibility in the area of such problems as housing, health protection, etc. In non-union plants, these matters should be handled by management in the normal fashion, but the opportunity, at this point, of developing better personal relationships should not be overlooked.

Other causes of worry, aside from economic factors, are common in industry: employees may be physically ill-fitted to a job or mentally dissatisfied with their work. Some may be at odds with their fellows on the job. It is impossible to classify herein the many and various causes of worry which arise within the plant.

Causes of worry arising outside the plant are even more numerous and varied. Family troubles, financial troubles, ill health of the employee or a loved one, or combinations of two or more of these causes of worry, may harass an employee, affecting his performance on the job. Each case of this type that crops up has its own peculiar characteristics. No two of these cases will be alike, because each one will be conditioned by the personality of the individual involved. The determination of these causes of worry, through manifestation of friendly concern by the supervisor, shop steward, or whomever may be closest on the job to the worried person, will require tact, diplomacy and, above all, a sincere desire to bring relief to the worried employee.

Sources of Aid

Once the cause of worry is discovered, the problem of how and where to obtain relief for the worried one arises. This problem, too, must be divided into sources of aid inside the plant and sources of aid outside the plant.

Inside the plant cases of worry arising out of economic conditions, that is, wages, hours or working conditions, can be handled by management or by the union and the management. Other cases in the plants may be handled by managers and supervisors, by the union, the personnel department, the medical department, or combinations of these functional groups may work together to assist the individual involved. In the event that the nature of the case precludes any satisfactory assistance within the plant, it will then be necessary to refer the case to an outside specialist or agency for the proper attention.

Assistance to individuals whose worry arises from causes outside the plant will, in most instances, be available in the form of special attention from medical specialists or community agencies, both private and public, which are qualified to handle the particular type of case involved. The cases can be referred to the specialists or agencies by the union, the supervisor, the personnel department, the medical department, or by combinations of these functional groups working together. Information as to sources of aid will be made available to industrial organizations by the Council.

Prevention of worry, too, must be stressed; and, if the friendly development of personal relations, as suggested herein, is pursued in industry, many cases of unusual worry will be eliminated at their source, in the relationship of the individuals in the industrial organization.

PART III

GENERAL INFORMATION

Human energy will win this war. Your job is to use the energy under your direction wisely and with due regard for its conservation. Time lost is ammunition for the enemy.

Everyone has a certain amount of potential energy, just as a battery or dynamo has a rated capacity of electrical output.

Food is the power that releases the energy.

Rest protects from wear due to fatigue.

Safety training, rules, and devices keep trouble away.

Medical advice and attention prevents breakdowns and repairs them when they occur.

Mental and physical hygiene keeps the human machine in good running order, and consequently conserves energy.

These mental health instructions concern wastage of energy due to worry. Victory would come sooner if worries could be left at home and the energy going into worry could be turned into fighting tools. This cannot be done. Worry is like a corn. It is with us always. Fortunately, most worries can be cleared up, or at least materially minimized. Some of the more prominent energy wasters are:

1. Health Worries
 - a. worker
 - b. family
2. Financial Worries
3. Family Worries
 - a. husband and wife problems
 - b. children's behavior
 - (1) educational
 - (2) behavior
 - (3) "nervous child"
4. Personality Worries
 - a. feeling of being inadequate or ineffectual
 - b. feeling of being unrecognized
 - c. feeling of being "picked on" or persecuted
 - d. inability to get on with fellow workers
 - e. inability to sleep or eat properly

What Worry Does

1 Wastes Energy

The business of worrying (being anxious, apprehensive, or fearful) uses a great deal of energy nearly all of which is wasted. Worries are not solved by just worrying about them.

2. Destroys Cooperation

The worried person is not a good team worker. He is poorly adjusted.

3. Causes Preoccupation and Indecision

Frequently worries occupy our attention to the exclusion of nearly everything else. In other words, worries rule us rather than we ruling them. There is nothing more wasteful of time and energy than indecision over unsolved worries.

4. Causes Fatigue

Worrying makes the worker more susceptible to fatigue, conversely, fatigue makes the worker less able to deal with his worries. Overwork and worry are a dangerous combination.

5. Produces Mental Illness

Troublesome though curable mental illnesses may be caused by worry.

How to Recognize the Worried Worker

1. The worried worker cannot be recognized unless there exists a good man-to-man relationship from top management down through the worker and his mates. Recognition of the following facts will prove valuable in creating this attitude:

- a. Every man feels more secure when his working hours are spent in an attitude of good fellowship; that is, when his emotional environment gives him pleasure.
- b. Workers are enthusiastic about leaders who are understanding and do not act like harsh parents. This means - lead and guide. Do not drive and force.
- c. Everyone is different. Some people are talkative, some quiet, some very shy, others boisterous and showoffs. Still others are cantankerous and irritable. Supervisors must know their men on an

individual basis. When decisions regarding placing of men are made, temperament should be considered as well as mechanical qualifications.

- d. An "open door policy" is highly desirable. If the worker is dissatisfied with the supervisor's decision, he should have ready access to the next in line of authority.
- e. A monthly conference with each employee by his own supervisor is indispensable.
- f. Much benefit is derived from monthly conferences of supervisors about "people" rather than "production."
- g. A suggestion box for promotion of better man-to-man relationships on the job should be provided.
- h. For proper person-to-person relationships, experience shows that supervision should not ordinarily be assigned more than twenty-five workers. This desirable goal should be approximated as closely as possible.

2. The Signs and Symptoms of the Worried Worker

a. sudden change of behavior

John usually whistles a good deal. He hasn't lately. Why?

Mary always looks straight at you when she speaks. She hasn't lately. Why?

b. irritability

Harry crabs about everything. Snaps at his mates all the time. Didn't use to. Wonder what the matter is?

Jane is quarrelsome. Always in a squabble or nagging about something. Used to be a sunny sort of girl. Why is it?

c. sudden sadness

When I cautioned Ted today to watch his hands more closely, he looked hurt. He seems down in the dumps. The corners of his mouth droop and he is always going out for a smoke. Used to be pretty even. What's the matter now?

Ann cried today She said she was sick. She didn't look sick, but looked very unhappy. Must be worrying about something.

d. preoccupation

I spoke to Bob twice today. He didn't seem to hear. On my third attempt he said that he was sorry but he was thinking about something else. Wonder what it was?

Helen hasn't her mind on the job. She couldn't keep up today, although she is a dandy worker. I asked her why, but she only said "I've got other things to think about, but I'll be all right pretty soon." But she hasn't been. Wonder what I should do about it?

e. too many mistakes

Bill used to be good but he has become careless. Makes too many mistakes. Seems irritable and acts as though he is worried. Should I ask him about it?

Leona apologized today for her percentage of rejects. They have gone up alarmingly. She said she was worried and couldn't keep her mind on the job. I told her to forget her worries when she is working, but I suppose she can't, any more than I can. I guess I should have followed through and tried to help her a little.

f. increased accidents

Jake used to be careful and often cautioned others. Too bad he is hurt. I wonder what got into him? I have noticed lately that he seemed different. Sort of glum. Why?

Bess really knew better. She wasn't hurt badly but it need not have happened if she had kept her mind on the job. When I asked her about it she admitted that she was thinking about something else. I said "What?", and she said, "Why, just a worry at home. The kids are on the street too much."

g. increased absenteeism

Del is away a lot lately. He is a key man, too. When I asked him about it he put me off. I suppose he has some sort of a problem or other. I wonder if he could be helped?

Dorothy has missed so many days that we will forget that she works here pretty soon. She says that she hasn't been sick but that things at home are very complicated. I wish I knew of some outfit that could help her out.

h. increased fatigue

David's hours are not so bad, but he seems tired out all the time. He says he is worried about his boy. I guess this is tiring him as much as his work. I believe I should ask him if there is any way we could help with the boy.

Maude seems hardly able to hold up her head. She lives near me and I know she doesn't go out much. I imagine she is trying to work and worry at the same time and apparently getting nowhere with either. I will have to talk with her, if I ever get time.

i. excessive use of alcohol

Peter seems to be going on his nerve now. When rest periods come or it is lunch time he tears across the road to the beer garden, but when the dose wears off he seems pretty miserable.

I often wonder about Tom who is a supervisor down the line from me. He is really a quiet, timid sort of a man, but when he comes in slightly liquored up he acts like a "tough boy" and is very aggressive with his men. Too bad he needs liquor to make him able to be a leader.

Summary

Watch for---

1. sudden change of behavior
2. irritability
3. sudden sadness
4. preoccupation
5. too many mistakes
6. increased accidents
7. increased absenteeism
8. increased fatigue
9. excessive use of alcohol

Aid to the Worried

1. Attitude of Supervisor

Promote good man-to-man relationships on the job.
Remember that trust and fellowship are constructive,

but that misplaced familiarity begets ridicule.

2. Use of Department and Personnel

Use promptly the machinery for aid to the worried that has been set up in your plant whether it is centered in the medical department, personnel, or other department. Always follow through and be sure that the worker has actually received attention and help. If you do not, your sincerity may be doubted.

How to Use your Set-up

1. Problem: Worry over Wages, Hours, Seniority, or Working Conditions

Solution: Refer to shop steward if there is a union; if not, to the appropriate authority.

2. Problem: Worry Caused by Trouble Between Workers Due to Unsuitable Placement, etc.

Solution: If you cannot deal with this yourself, refer to the designated official.

3. Problem: Worries Caused by Outside Troubles

Solution: Refer to the designated individual (counselor) or department who will in turn refer the problem to an outside agency and will follow through to see that help is received. Be sure you direct the worker to this plant department yourself and that you check with the department to determine if his needs are being met.

If the worker prefers to have you help him with his problem, we suggest:

1. At the very beginning of the contact reassure employee about the security of his position. A worker will not ask for help if he thinks that it means his job.
2. Have full and complete knowledge of your plant organization and its resources.
3. Learn as much about the community resources as possible. A list of them will be supplied.
4. Do not ask many questions. Let the worker do the talking without interruption. Talking helps a lot, but it is temporary relief. Action is needed.
5. Be careful of advice and try to guide the worker to solving his own problem. Too many people try to help

by offering cut-and-dried suggestions which are not very practical and which may take into account the facts but not the feelings.

How to Deal with Special Problems

1. Those with a Serious Disorder of the Mind (psychosis or insanity) -

An employee may be noticed to be acting in an unusual manner. He may be very confused. His conversation may be senseless. Perhaps the employee will make a complaint against another worker which upon investigation is found to be completely ridiculous. It may be that the change will be in the emotions and then the person will be extremely excited or unusually sad and tearful. This problem cannot be dealt with in your set-up and should immediately be referred to the medical department who will see that the case gets the proper psychiatric attention and hospitalization if necessary.

2. Those Who are Chronically Maladjusted Persons -

There may be an employee in the group who is always worried and overconscientious. Perhaps he may be chronically irritable and suspicious, or so aggressive that he reacts with anger and bad feelings to the slightest direction. These people should be referred to the person or department which has been designated.

PART IV

CONFERENCE OUTLINE

Handling Problem Types of Workers

Objectives

The objectives of this conference are to consider problem types of workers and how to handle them, with a realization of the effect of production pressure on people and their performance.

Remarks

No person is perfect. Everyone needs to have some allowances made for his conduct. Foremen, with only a practical knowledge of what the psychiatrists call mental hygiene, are called upon to diagnose mental troubles and apply the remedies. Fortunately, many foremen are able to do this, even without theoretical training, if they apply themselves to the problem.

Questions on Topic

A. What are some problem types found in industry?

1. those who think they are picked on
2. those who go to pieces in emergencies
3. those who cannot make decisions
4. those who are afraid
5. those who have worries
6. the irritable and quarrelsome
7. the suspicious
8. those who think the foreman is their enemy
9. those with warped economic ideas
10. highly nervous persons
11. those who seem "careless" (there is a cause)
12. those who lay off frequently
13. the drinkers
14. the square peg in the round hole

B. What should the foreman do with these?

1. Have a heart-to-heart talk and try to determine what is wrong.
2. Be patient, be a good listener, allow the worker to talk.
3. Examine his own conduct.

4. Talk with the shop steward.
5. Consult the personnel office.
6. Be friendly, though not familiar.
7. Place workers with consideration of their strength
and weaknesses.
8. Watch for overstrain and provide relief before too
late.
9. Don't offer half-baked advice.
10. Understand and explain the simple economic prin-
ciples.
11. Find out what community assistance workers may
obtain.

Information relative to problems handled by stewards, foremen, supervisors, personnel men, etc., should be kept in the strictest confidence, except when referred to other individuals or agencies whose business it is to render aid, and then only with permission of the individual concerned.

NOTE: Before this conference meets it is suggested that foremen be given some material to read on human behavior.

Adopted by the MICHIGAN INDUSTRIAL MENTAL
HEALTH COUNCIL

November 28, 1942

